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**From:** Askew, Wendel [Askew.Wendel@epa.gov]  
**Sent:** 1/11/2021 11:26:39 PM  
**To:** Payne, James (Jim) [payne.james@epa.gov]  
**Subject:** Transition: Lessons learned  
**Attachments:** 2021.01.11 Lessons learned items .docx

Hi Jim,

I took a look through the lessons learned documents in CarolAnns' files. A good bit of it related to preparation in the year proceeding the election and inauguration. Examples include updating position descriptions and reviewing delegations of authority. There were also items related to prepping law office transition team members and interacting with the EPA transition team. Those items are not as useful to us at this point because we've done that work for this transition.

There are items that would have utility for where we are in the current transition process. I've cherry picked the items that seem most relevant to our current posture in the process. The attachment contains a few items that we might discuss with the ADDs as we prepare for the next few months.

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